



Sacyr

2023



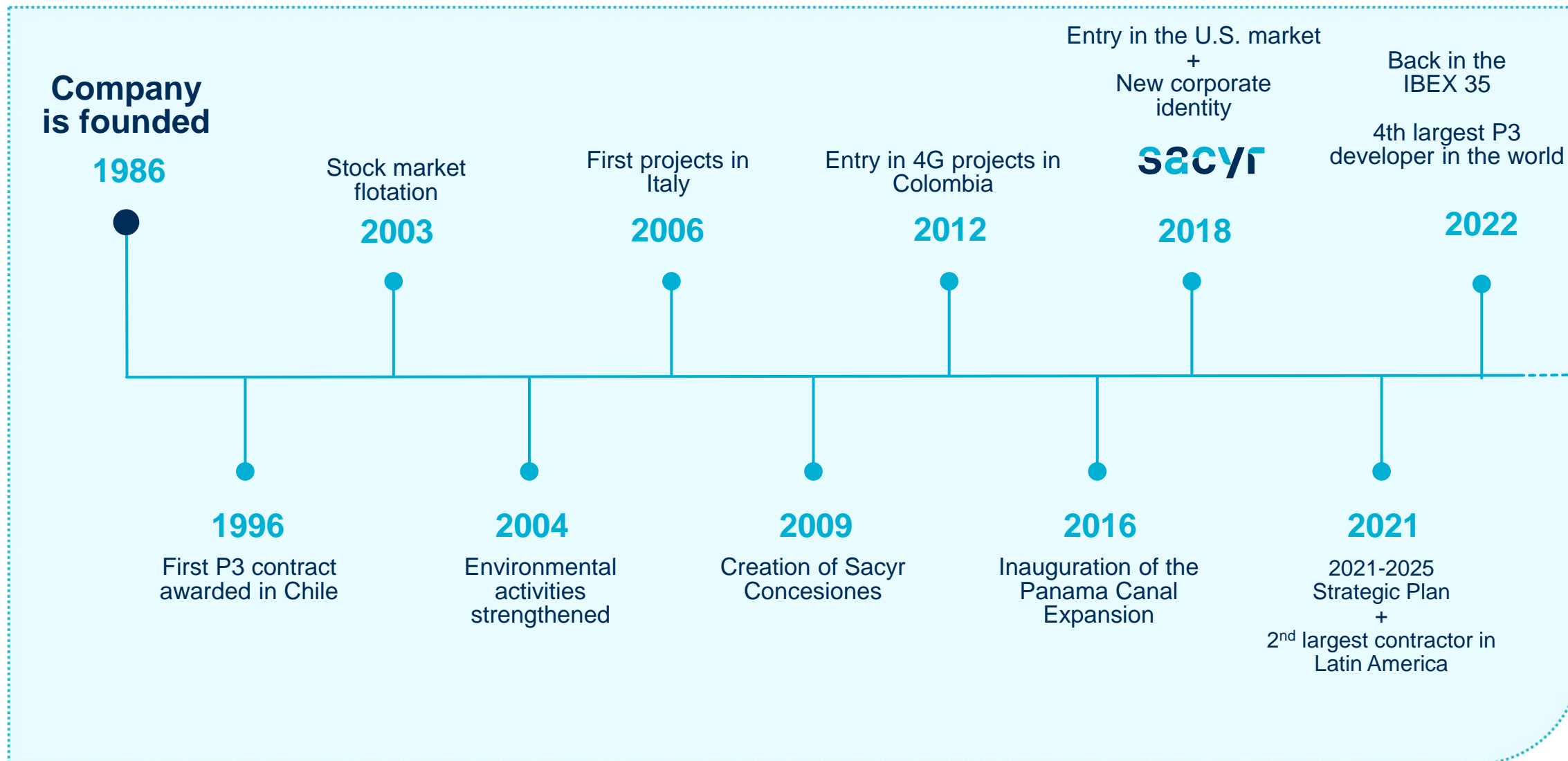
Sacyr, S.A.
Construction & Engineering
**Sustainability
Yearbook Member**
S&P Global ESG Score 2022





Group overview







sacyr

sacyr
CONCESIONES

sacyr
ENGINEERING AND
INFRASTRUCTURES

sacyr
SERVICES

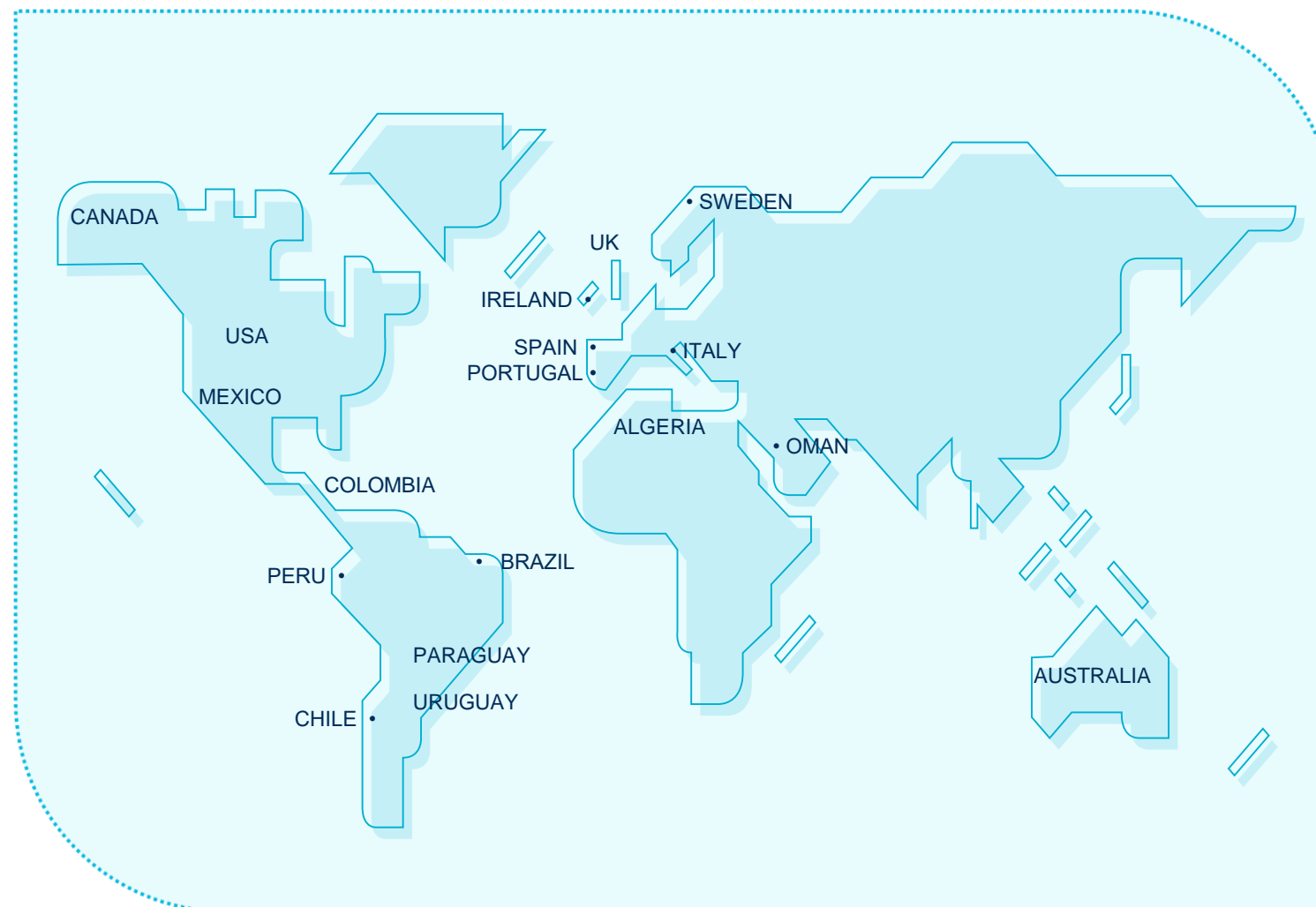
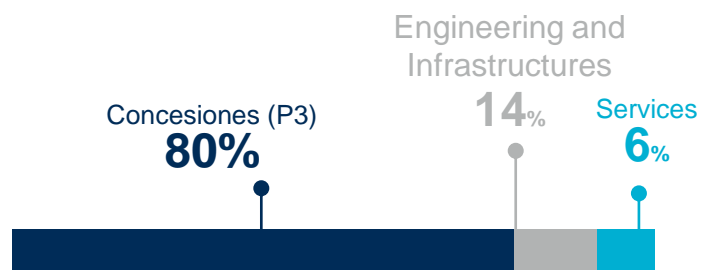
- Includes P3 activity with a diversified transport infrastructure, social and green business portfolio:
 - 69 assets in 16 countries with €20 Bn investment managed
 - Young portfolio with a 24-year remaining asset life
 - Specialized in greenfield projects intervening throughout the entire value chain
 - High growth potential and increasing value

- Focused on construction activities:
 - Civil works
 - Building
 - Turnkey/EPC, energy, oil and gas, waste treatment
- Quality of their executed works
- Tech heavy
- Compliance with deadlines
- High safety standards

- Focused on public service P3 projects:
 - Municipal services, facilities and conservation
 - Stable cash generating activity in the long term
- Sound portfolio of public and private contracts
- Improvement of turnover and margins

€54,755 M
backlog

Revenue backlog by business division





Committed to facing any challenge to transform society and improve the quality of life of citizens.

IBEX 35-listed group comprising three divisions with a **distinct focus on P3 projects: 88% of the EBITDA** comes from P3 assets:

CONCESIONES



ENGINEERING AND INFRASTRUCTURES



SERVICES



KEY FIGURES

COUNTRIES

22

BACKLOG

€ 54,755 Bn +19%

EMPLOYEES

> 41,070

STOCK MARKET CAPITALIZATION

as of Dec 30, 2022

€ 1,699 M

2022 KEY FINANCIAL DATA

REVENUES

€ 5,852 M +25%

EBITDA

€ 1,502 M +63%

EBDITA MARGIN

25.7% +600 b.p

NET PROFIT

€ 111 M

35 years of experience have made Sacyr a global leader in the development of P3 projects, infrastructure construction and services.

4th

LARGEST P3 DEVELOPER OF
TRANSPORT INFRASTRUCTURE
IN THE WORLD

2nd

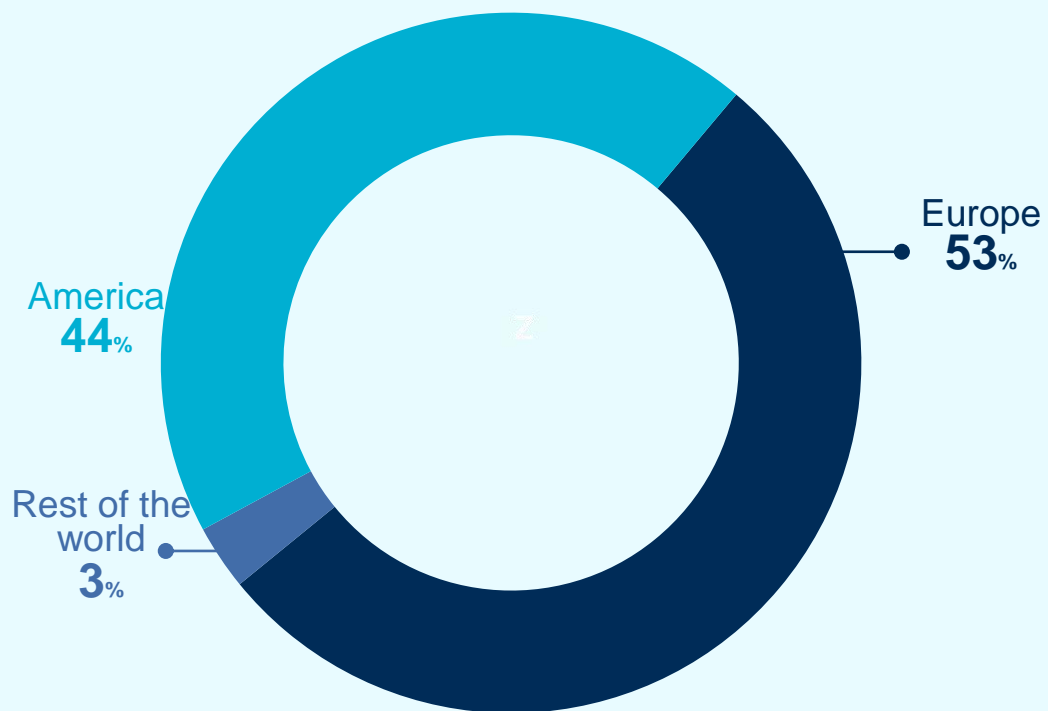
LARGEST MULTINATIONAL
INFRASTRUCTURE COMPANY
IN LATIN AMERICA

PUBLIC WORKS
FINANCING

ENR
Engineering News-Record

We are a global company that undertakes projects using cutting-edge technology.

2022 revenues by geographical distribution



Revenue - 2022



88% of the EBITDA comes from P3 assets (infrastructure, water and waste).

EBITDA - 2022





The Group's largest value creator

In our **25 years of experience**, we have undertaken 100+ P3 projects for a total investment over **€ 34.3 Bn.**

We are a leading company in the development of **greenfield projects.**

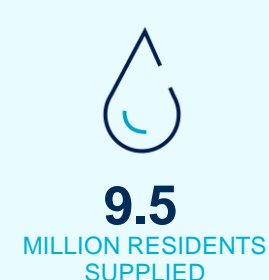
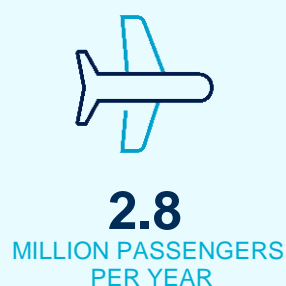


€ M	2022	% Var
Turnover	2,072	+40%
P3 projects	1,365	+54%
Construction	707	+20%
EBITDA	878	+74%
EBITDA margin infra.	71.5%	
EBITDA margin water	21.2%	
Backlog M€	43,885	20.1%
	2021	2022
Length Km	4,418	4,546
Hospital beds	2,713	2,713

Leaders in **infrastructure development** with a **highly diversified portfolio**.
We offer **end-to-end project management**, generating added value across all phases: design, construction, financing, operation and maintenance.

INTERNATIONAL RANKINGS

We currently manage:



PUBLIC WORKS
FINANCING

4th

**LARGEST P3
TRANSPORT
INFRASTRUCTURE
DEVELOPER IN THE
WORLD**

KEY FIGURES

COUNTRIES
16

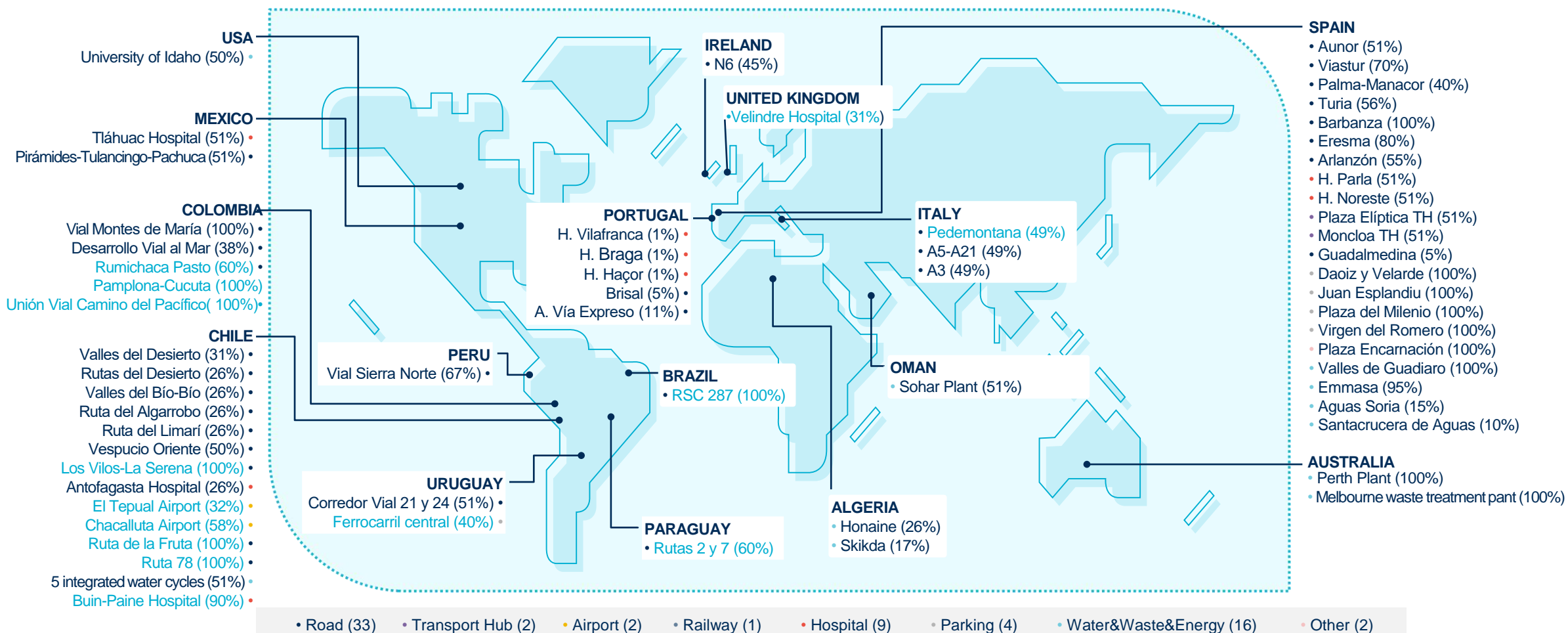
P3 CONTRACTS
69

**YEARS OF REMAINING
AVERAGE LIFE**
24

**INVESTMENT MANAGED IN
INFRASTRUCTURE PROJECTS**
€ 20 Bn

We have a diversified portfolio that reports sustainable growth.

We currently manage 69 assets in 16 countries:





Water



- **Water treatment, purification, desalination, filtration, and reuse;** operation and maintenance, services and project finance.
- 100+ reverse osmosis plants: major BOT projects in Algeria, the world's largest reverse electrodialysis (RED) plant.
- Three of the **most important ultra filtration (UF) plants in the world** (Binningup, Australia; Sohar, Oman; Ashdod, Israel).
- Total water cycle management: **9.5 million residents supplied** in Spain, Chile, Australia, Oman and Algeria.
- Water capacity output > **2.2 million m³/day, supplying more than 14.6 million people per day.**
- Leaders in desalinated water production for agriculture



Sacyr Circular



- Development of **public private partnerships (PPP)** and concessions in the treatment and valorization of **urban waste**:
 - 48 waste treatment plants built.
 - Management of 3 million tons of waste per year.
 - Pioneering waste treatment technology: Melbourne, Australia, and Los Hornillos, Valencia are industry examples.
- Operation and maintenance of **power plants from olive grove** and forest biomass in Spain:
 - 1st Spanish company in the renewable energy sector to certify the sustainability of its biomass source.
 - Power generation with zero CO² emissions, a 24/7 manageable resource.
- Design, construction, and operation of **renewable energy projects: wind and solar**.



Under construction



- Two roads in Colombia.
Global investment: € 1.4 Bn
- Ferrocarril Central, Uruguay.
Investment: € 900 M.
- Central Rail, Uruguay.
Investment: €886 M
- Pedemontana – Veneta highway, Italy.
Investment: € 2.5 Bn.
- Ruta 66 Camino de La Fruta, Chile.
Investment: € 496 M.
- Chacalluta airport, Chile.
Investment: € 70 M.



In operation



- Four highways in Chile: AVO I, Vallenar- Caldera, Accesos a Iquique and Concepción-Cabrero
- Antofagasta Hospital, Chile
- 4G Projects: Rumichaca - Pasto, Medellín - Santa Fe de Antioquía and Puerta de Hierro-Palmar de Varela-Cruz del Viso, Colombia
- Five sections of the Pedemontana – Veneta highway, Italy
- Tláhuac Hospital and Pirámides-Tulancingo-Pachuca highway, Mexico
- Ruta 21 and Ruta 24 in Uruguay
- Binningup Desalination Plant (Perth, Australia)
- Sohar Desalination Plant (Oman)
- Melbourne Waste Treatment Plant (Australia)



ENGINEERING AND
INFRASTRUCTURES



Leader in infrastructure development in all manner of civil works projects (highways, metro and railway, airports, ports and hydro facilities) and residential and industrial construction work.

Our **principles**: meeting deadlines, promoting innovation, consolidating our internationalization, high safety and quality standards and the utmost respect for the environment.

- Business focused on infrastructure and hospital projects
- 50% of backlog comes from Sacyr Concesiones' assets
- Stable margins
- Proven **expertise in highly technical and tech-heavy** projects

€M	2022	% Var
Turnover	3,162	+19%
EBITDA	518	+52%
EBITDA margin	16.4%	+350 b.p
Backlog	7,354	+17%





With the integration of **Sacyr Fluor** and our companies specializing in industrial **plant construction and engineering**, we add to our primary activities the execution, commissioning, and operation of projects in:

- Generation of conventional and renewable energy.
- Waste treatment and valorization.
- Oil and gas.
- Cement and mining.
- Water management plants.
- Electricity infrastructures.

We offer a wide range of **comprehensive, highly innovative solutions**.

All of our projects and services are characterized by **environmental protection, excellence, safety and social responsibility**.

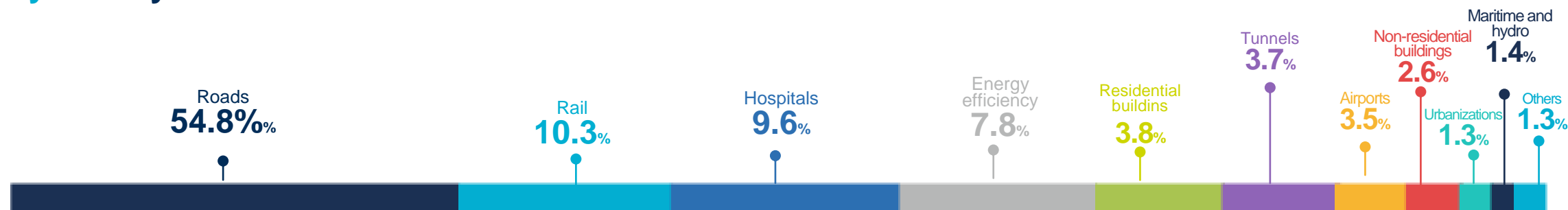


€ 7,354 M
Backlog 2022

By country



By activity





Spain

- Expansion of Madrid Barajas Airport, Terminal 4.
- Madrid-Barcelona-French border HSR: Sants-La Sagrera tunnel
- Basque Country HSR
- Extension of Line 9 of Metro de Madrid
- Las Pedrizas highway
- Las Setas de Sevilla
- Torre Castellana 259 B, Madrid

Colombia

- Pumarejo Bridge
- Rumichaca-Pasto Highway
- Pamplona-Cúcuta Highway
- Autopista al Mar 1
- Hisgaura Bridge

Italy

- Pedemontana-Veneta highway
- Palermo tramway

Qatar

- QEZ-1 urban development at Ras Bufontas
- Urbanization works in South Al Meshaf

Portugal

- Foz de Tua dam
- Oporto Metro and Lisbon Metro
- Braga Hospital

Peru

- Vial Sierra Norte
- Pan American Games

Mexico

- Stretch of line 3 of the Guadalajara tramway
- Pirámides-Tulancingo-Pachuca highway
- Querétaro Hospital
- Tláhuac Hospital in Mexico City

Uruguay

- Ferrocarril Central de Uruguay

Chile

- Amerigo Vesputio Oriente urban highway
- Los Vilos-La Serena highway
- Chacalluta and Puerto Montt Airports
- Antofagasta Hospital

United Kingdom

- Phase two of Ulster University
- Trams to Newhaven, Edinburgh
- Belfast Grand Central Station

Ireland

- N-6 Galway – Ballinasloe
- Dublin M-50

Panama

- Expansion of the Third set of locks of the Panama Canal

United States

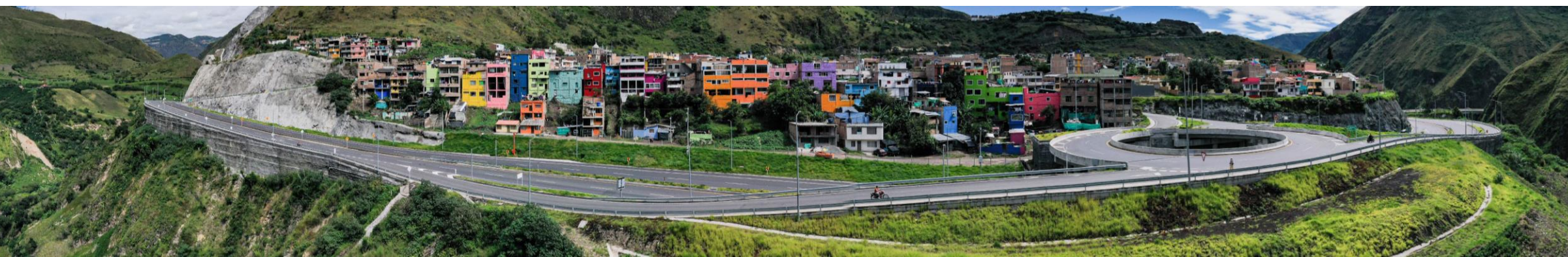
- SR23 Jacksonville, Florida
- US 59 road in Diboll, Texas

Sweden

- Väg 56 road

Canada

- Grandview Kids Center, Ontario
- Lakeshore East-West (LSEW) rail corridor, Toronto





We perform a wide range of activities:



Municipal services
and **environmental** projects



Facility maintenance



Social services



Infrastructure maintenance



Catering

- We provide an **end-to-end service** to our clients, covering all their needs and ensuring sustained profitability.
- We provide the latest and most advanced **technologies** and develop **innovation projects** that improve the **efficiency, sustainability and safety** of our employees and the services we provide.

€ M	2022	% Var
Turnover	1,094	+8%
Environment	542	+7%
Multi-services	549	+8%
EBITDA	110	+9%
EBITDA margin	10.1%	+20 b.p
Backlog	3,516	+12%

Environment

- Conservation of 2,000 hectares of **green areas** with 1.2+ million trees.
- **Leaders in urban mobility management** with 100,000+ parking spots.
- Street furniture and children playgrounds management.
- Municipal solid waste collection and street cleaning services in 750+ municipalities with **7+ million citizens** served.
- Street cleaning service for 1.5 million residents in Bogotá, Colombia.



Facilities and Social



- **Top 5** in Spain for **facility management**:
 - 673,000+ m² surface.
- **Facility maintenance**:
 - 4.2+ million m².
 - 1,270 centers.
- **Cleaning**:
 - 1,760+ centers.
 - 6.6+ million m² surface.
- **Top 3** in Spain for **social services**, creating over 6,600 jobs.
- **Home care** for 25,000+ users
- 25 **care homes and day centers** (4,700+ users).
- Valoriza Special Employment Center creates over 450 jobs (95% with some kind of disability).

Infrastructure conservation

- 11,000+ km of maintained roads, along with dams, airports, ports and irrigation canals.
- Top 3 in Chile and Top 5 in Spain by revenue in infrastructure conservation.
- We also have activities in Italy, Mexico, Paraguay and Uruguay



Sacyr Green



Innovative projects tied to sustainability and reducing the carbon footprint through:

- Circular economy.
- Energy efficiency.
- Valorization of waste products into resources and useful products for society.
- Improving urban mobility.

Cafestore



- **2nd catering operator** in highways, motorways and railway stations in Spain.
- We manage restaurant and catering services in hospitals, public bodies and companies, under the **Deliquo** brand, and commercial restaurants under **Pantala**.
- We serve over **5 million clients every year** at 50 different locations.

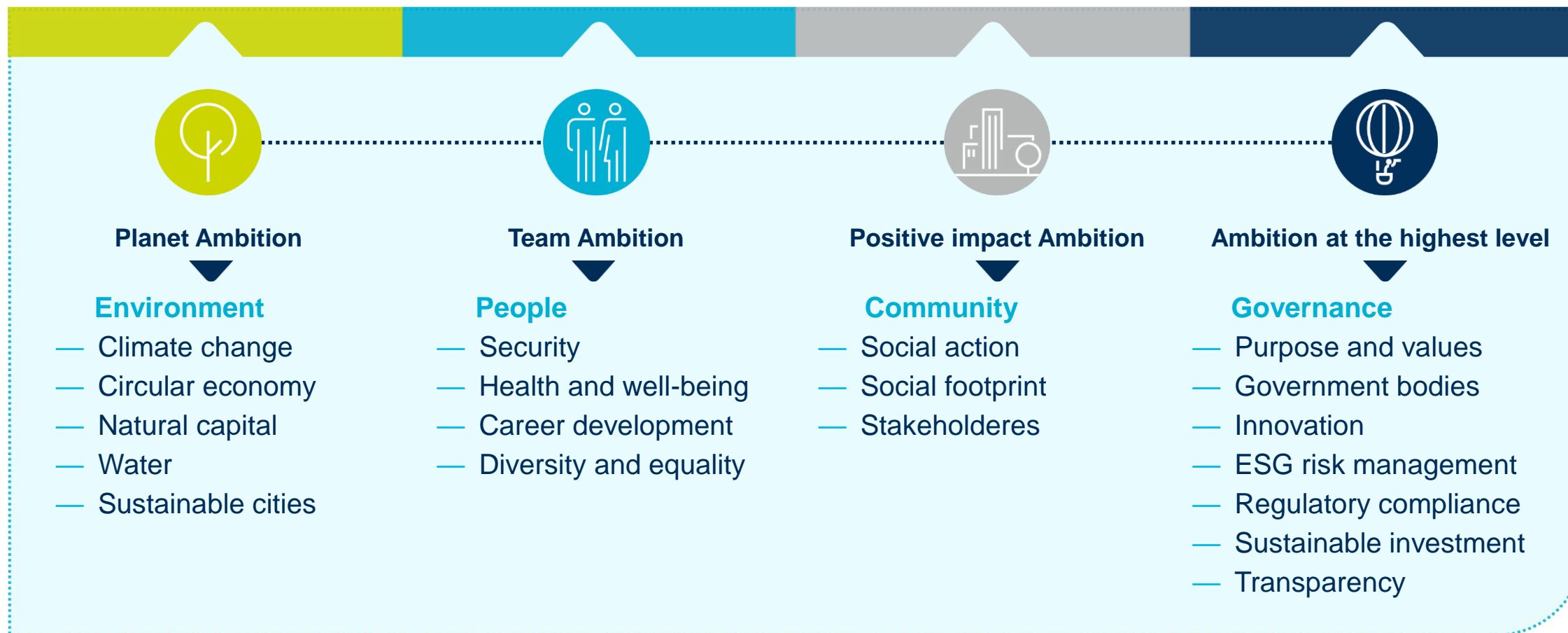


Sustainability





2021-2025 Sacyr Sustainable Action Plan: beyond mere compliance





Four activity areas:

Defined objectives:



Climate action



- Reducing **scope 1 and 2 emissions** by **42%**
- Reducing **scope 3 emissions** by **25% before 2030**
- **Carbon neutral** before 2050



Natural capital



- **Setting biodiversity conservation goals** in all new contracts
- **Reducing the water footprint** by **10%** before 2025



Sustainable cities



- Promoting **sustainable infrastructure** and shifting towards **low-emission mobility**



Circular Economy



- **Increasing waste recovery** by **80%** before 2025



Planet ambition

We build a sustainable future

Our positive environmental impact in figures:

+4M€

to **environment-related** innovation projects

82%

Certified activities with **quality management system**

6,920

Environmental training actions

52M €

Environmental **protection and conservation**

241

Certifications according to **25+ international standards**

We create alliances to promote sustainable growth:





Climate change

We have a **transversal and collaborative strategy** in place to face this global challenge



Goals aligned Business Ambition for 1.5° 's Science Based Targets initiative



'A'-level leadership in climate change



"Calculo, Reduzco y Compensa" seal (Spain).

10% 

Increase in **prevented emissions**

53% 

Of electric energy in **Guarantee of Origin**

39% 

electric energy consumption from renewable sources

5% 

Of reduce **scope 1 and 2 emissions**

Circular Economy

We work to increase circularity in all company activities



Cooperation throughout the **value chain**



Responsible waste consumption



Reduction and revalorization of resources



Business aligned with **circularity principles**

6 Mt **50%**

Of earthworks **of materials** from recycled origin.

1,512 **87%**

Food packs saved (+75% more than 2021) **of waste reused** and recovered.



At the **Villarrica Hospital**, Chile, we have recovered **over 9,200 t of landfill-bound waste**, thanks to a waste sorting system that helped us valorize over **60% of generated waste**.



Sustainable cities

We want to build the cities of the future: sustainable, innovative, resilient and made for people



Sustainable construction



Sustainable mobility



Energy efficiency and water management



Innovation cities

Projects with sustainable certifications

+1.5 Mm2

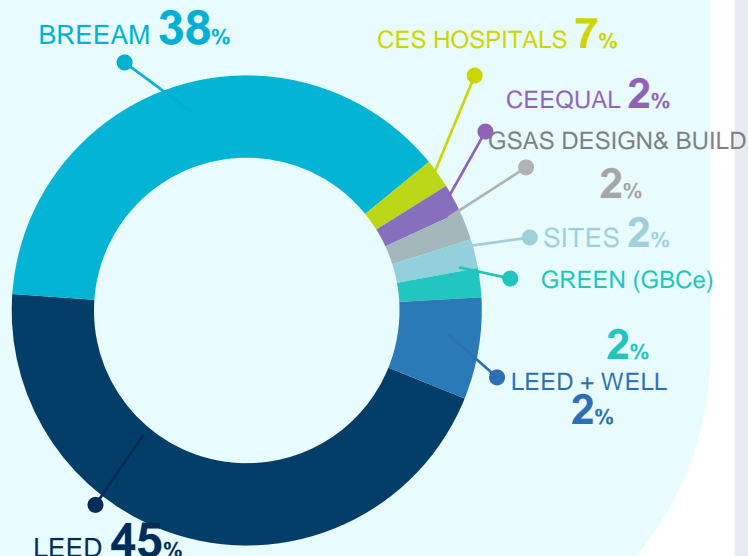
Sustainably constructed buildings.

1,507

Low-emissions vehicles in our fleet

180,000 kWh

Saved with energy-saving measures in offices



Natural Capital

We reduce and avoid the loss of nature, restoring, regenerating and transforming natural environment

450

Species protected in our projects

+1 M

trees planted in the past two years

14%

Water destined to agriculture in water shortage areas

857,403 m³

freshwater waste prevented

forética

We have joined the Nature Business Ambition initiative



Finalist in **Reuters Responsible Business** awards

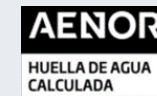


World Benchmarking Alliance

2nd-most **committed to nature** company



We have created a biodiversity committee



First company in our industry to certify its water footprint



Methodology to measure natural capital balance



People



Diversity, equality and inclusion as a commitment source through different initiatives:

- **Bloomberg Gender Equality Index 2023:** first in the transport infrastructure industry.
- **Diversity & Inclusion** plan
- Equality programs
- First company to obtain the **ISO 30415 of Diversity and Inclusion** management certification in Spain.
- **Refinitiv Diversity & Inclusion index** (3rd in construction and engineering industry).
- **EQUIPARES** seal to Sacyr Colombia for the Gender Equality management system.
- Equality distinction from the Ministry for Equality: balanced gender distribution, with 43% of women employees.
- **Fundación Randstad award** in the innovation programs category for the inclusion of people with disabilities. (4.2% of people with disabilities in Spain)
- **Fundación SERES** Award to the Sacyr Generation Senior program and TOP GENERATIONAL Diversity Company for #SeniorTalent
- **Family-responsible company certificate** in Spain, Colombia and Peru.
- Among the **top 20 best places to work in Spain** (Actualidad Económica Sept 2022 Ranking)



Management at Sacyr is committed to looking out for the safety and health of our employees and collaborators.

Sacyr Health, a program part of the 2021-2025 Strategic Plan aims to guarantee a safe work environment for our employees and collaborators; and improve their health and wellbeing by promoting healthy lifestyle choices and habits.



Sacyr
Health



83 ISO 45001:2018 certificates. We have a **Safety and Health Management System** in place, developed under the ISO 45001 international standard and certified by an external expert of international renown.

We develop **R&D+i projects** to stay at the cutting edge of technology to ensure the best possible health and safety of our employees and collaborators.



We are committed to sports, which we use as a means to promote values such as hard-work, self-improvement, excellent performance, and team-work with:

- The **Sacyr Sports Club**:
48 different activities in 15 countries with 900+ employees.
- We **sponsor** inspiring athletes to support and back their careers:
 - **Real Federación Española de Balonmano** (Women's and men's teams).
 - Paralympic triathlete **Dani Molina** (three-time Paralympic world champion).
 - Marta Martinez, multichampion swimmer with intellectual disability.



Social action: Sacyr Foundation



- **Over € 1.1M** social contribution in 2021
- **+ 50 social projects** in 6 countries
- **€+480,000** direct investment in communities and +300 volunteers.
- +154,000 direct beneficiaries and **+ 369,000 indirect beneficiaries.**
- **Our partners include** Ayuda en Acción, Fundación Integra, Fundación Toda Ayuda, Fundación Exit, Aldeas infantiles, Banco de Alimentos, Acción contra el Hambre, Fundación Aladina, Down Madrid, Fundación Juan XXIII Roncalli and Fundación Bocalán, and many more.
- Through the **Volunteering Club**, Sacyr employees participate in online or in-person volunteer work activities.





Innovation and sustainability are the main axes that guide our path. A path to continue **promoting new solutions** and ways to **design, build and manage** our large-scale infrastructure projects and services.



13.3 M€

Investment in innovation

6.6 M€

Investment with a focus on sustainability

4.8 M€

Profits from new business models

42

Projects underway

10

UNE 166002 certified companies

Sacyr, 2022 National Innovation Awardee

This award recognizes our **business model**, that holds **innovation** as a **strategic value** and highlights how we face **digitization and ecological transition** challenges based on open innovation and public-private collaboration.

We back **innovative projects** that contribute to a better, more **sustainable** world.



Sustainable energy generation

Ultra-thin organic photovoltaic modules.
Moncloa Transport Hub (Madrid)



VALREC

Increase the circularity, traceability, and purity of demolition waste through new technologies



Circular economy innovation center

Management and promotion of new activities for an economic boost.

Sustainable investment



Sustainability Yearbook
Member 2022

S&P Global



- **Issuance of 2 social bonds** in Colombia: the largest ever linked to infrastructure projects in Latin America.
- **2 green financings** in Spain.

ESG ratings and indexes:

- **Industry Top-Rated** by Sustainalytics: 1st in Spain and 4th internationally (June 2022).
- **S&P Global Ratings**: Top 10 worldwide.
- **MSCI** gave us a BBB rating in ESK risk management.
- We are part of **FTSE4Good** since 2015.



SGE21 Certification of the CSR management system

Sacyr, S.A. and its company group (the 'Sacyr Group') is the exclusive owner of this document. This document may not be copied, distributed, divulged or published without prior explicit consent of the Sacyr Group.

This document does not constitute an offer or invitation to purchase or subscribe for shares under current legislation on the securities market.

This document contains forward-looking statements, which may include statements as to our present intention, belief or expectations about the Sacyr Group and its management, including statements regarding trends that are affected by general economic conditions, financial ratios, the result of operations, businesses, strategies, foreign markets, cost savings, investments or dividends. These statements do not constitute assurances regarding future performance, prices, margins, exchange rates or other events, and are subject to material risks, uncertainties, changes and other factors that are beyond the control of the Sacyr Group or that are difficult to predict.

The Sacyr Group undertakes no obligation to publicly update or revise the forward-looking statements, even where changes in circumstances suggest changes to projections, conditions, or future events, including, inter alia, changes in the Company's business or in its business development strategy. The contents of this disclaimer must be borne in mind by any person or entity handling this document who may be in charge of decision-making and investment. Any such person is invited to consult the documents and public information reported or filed by the Sacyr Group with the major securities markets' supervisory bodies, in particular, Spain's 'Comisión Nacional del Mercado de Valores' (National Securities Market Commission).

The information in this document has not been reviewed by the auditors of the Sacyr Group.

Therefore, the information is not final and may be modified in future.

